Project: Good Local Governance Programme South Caucasus

Mission: Development of e-learning content materials for Municipal Management Information System

1. **Introduction**

The Good Local Governance Programme South Caucasus advises and supports respective partner-organizations at national, regional (sub-national) and local levels in Armenia, Georgia and Azerbaijan in the implementation of cooperation initiatives towards improved local governance. It supports the improvement of frame conditions, addresses regional (sub-national) governance issues and works towards the improvement of municipal services and citizens’ participation at municipal level. In the context of the German international cooperation approach, the Programme’s objectives are oriented within the framework of the Caucasus Initiative; thus the improved professional exchange among the countries of the South Caucasus and their increasing cooperation are also objectives at regional South Caucasus level.

The Programme is implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in Armenia co-financed by Swiss Agency for Development and Cooperation (SDC) and United States Agency for International Development (USAID) (until 2018). It is carried out in close cooperation with the Ministry of Territorial Administration and Development (MTAD) as the main political partner.

1. **Background**

One result area of the Programme is the strengthening of municipalities with regards to management and administration, including service delivery, administrative capacity and participatory decision-making. Along with the advancement of technologies, there is a need to reorganize the mechanisms of the municipalities’ work, and, focusing on a citizen-oriented approach, ensure high-quality, prompt and efficient service delivery to citizens. Numerous measures addressing the improvement of the service delivery have been undertaken in different stages of the reforms in the local self-governance system.

Human-centred approaches were exercised to nudge perceptions and needs of end-users in the municipalities and to design a smart approach in applying up-to-date information and communication technologies (ICT) to achieve accessibility, transparency, trust and improved service provision at local level.

Municipal Management Information System (MMIS) is a joint effort of both private and public partners. It was launched as a response to municipal governance issues and aims to boost the performance of the local self-government in Armenia and improve the services delivered by the municipalities to citizens. The implementing team for the solution includes a consortium between MTAD and Information Systems Development and Training Center NGO (ISDTC).

MMIS a unified information system consisting of numerous management systems, registers, information resources, efficient tools of internal and external communication, e-governance, e-participation and e-services components, such as: “Municipal Budget Management”, “Municipal Property Management”, “Electronic Document Management”, “Permits, Local Duties and Fees Management”, “Management of Functions of Municipal Council and Mayor”, “Services”,  “Population and Organization Registries”, “Human Resources Management”, “Networking”, “Hot line”,  “Online calendar”, surveys and forums, online services, etc. As a web-based system, MMIS provides for the operation of the official websites of the municipalities.

In the context of Territorial and Administrative Reform of Armenia (TARA), MMIS serves as an indispensable tool when operated in a multi-settlement municipality ensuring access to main administrative services and efficient management of the enlarged municipality. Citizens do not have to travel to the centre of the municipality for a service but receive it in any of the settlements through a unified information space established via MMIS. MMIS also ensures the communication both among the settlements of the enlarged municipality and with the centre of the municipality.

In 2015, the Government of the Republic of Armenia with MMIS won the annual Open Government Partnership Award as Regional Champion Asia/Pacific. The theme of the award was "Improving Public Services" using principles of open governance. In 2016 another award was received in the nomination “The best regional municipal eSolution” in the 9th Regional Georgian Cyber Security and ICT Innovation Conference & Georgian Innovation award in Tbilisi.

MMIS belongs to the MTAD. ISDTC is recognized by MTAD as the organization responsible for the development of MMIS, system maintenance and support, as well as for providing trainings on the system. ISDTC was founded in 2000. The mission of the organization is to contribute to the formation and development of information society in RA, democratic and effective activity of the local self-government and other bodies through applying innovative technologies and solutions. The MMIS initiative started in October 2006. Initially, Version 1 of the System was developed and installed by ISDTC in 217 communities. During the following years and until now MMIS has been constantly developed and installed in more than 550 municipalities, engaging more and more users, and serving more citizens in hundreds of RA municipalities. Around 4.000 municipal servants have been trained to operate the System.

On average 3-day trainings (each) for MMIS operators, as well as on subsystems of “Municipal Budget Management”, “Municipal Property Management, local duties and fees”, “Municipal management staff activities”, “Network and MMIS administration” are delivered by ISDTC in Yerevan (ISDTC office) which creates certain difficulties (including costs) for municipal staff from remote regions of Armenia to participate in the trainings.

The pilot project for introducing e-learning for Armenian municipal servants will be MMIS trainings transferred to e-learning. This will allow to improve the efficiency of the trainings and increase the access to the training opportunities for municipal staff.

The Programme has launched a separate tender for developing Moodle Learning Management System (LMS). The first project on the LMS will be MMIS e-learning.

The general e-learning model is to produce little ScreenCam videos as learning nuggets. Each of the videos should train one MMIS function. The learning nuggets should on the one side serve as objects for learning on demand, on the other side these learning nuggets should be integrated into an e-learning course which describes MMIS processes.

Both learning on demand and formal e-learning courses will be delivered via the Moodle LMS.

1. **Purpose of the assignment**

The main purpose of this assignment is to develop e-learning standards, guidelines and materials for MMIS.

1. **Tasks and deliverables**

**Task 1: Analysis of situation and selection of authoring tools**

The Consultant analyses the current situation in MTAD, ISDTC and recommends the authoring tools to be used for developing the e-learning modules. Considering that in the future MTAD and ISDTC will be responsible for producing e-learning materials, the proposed tools should be the same as the consultant uses and should meet the following requirements:

* development of rapid e-learning modules (web-based trainings), screen recordings, as well as communication videos for marketing issues.
* easy to use allowing MTAD and ISDTC to produce e-learning materials.

After GIZ has approved the recommended tools, the contractor produces all e-learning material with these tools. The source code should be delivered together with the learning materials by the Contractor.

**Task 2: Development of style guides, templates, etc.**

The contractor should develop the framework for e-learning production. This framework takes into account the MMIS look and feel and is closely harmonised with look and feel of the Moodle LMS.

The templates comprise:

* templates for tests and interactions in the e-learning tool,
* forms for the e-learning tool (comparable to PowerPoint forms),
* lettering and colours,
* functionalities for ScreenCam to guide the learner (see screenrecording\_example.avi).
* a style guide for the video tool.

As at this point the authoring tools are not fixed, the Bidder uses a generic model to explain the works to be implemented. The Bidder should also provide examples of previous work results of e-learning production.

**Task 3: Development of e-learning materials for MMIS**

Considering the complexity of MMIS, as well as the demand for trainings, it is decided to start MMIS e-learning with trainings for operators and administrative heads in the settlements of enlarged municipalities. The document **“Procedures of services delivered by administrative heads via MMIS”** is attached as a reference.

The contractor will work closely with ISDTC to analyse the content from instructional point of view, considering also the target audience and suggest the number, structure and content of e-learning courses and nuggets. The task includes but is not limited to:

* target group analysis and the instructional consequences,
* learning goal analysis,
* instructional design for each learning nugget,
* instructional design for each e-learning course based on the learning nugget,
* storybook for each learning nugget,
* production of each learning nugget,
* production of each e-learning course.

**Task 4: Trainings on e-learning authoring**

The Contractor should train up to 10 representatives from MTAD and ISDTC on professional e-authoring. The content of the training includes but is not limited to:

* the basic instructional analysis,
* instructional design of screen cam videos and e-learning programs,
* screen design,
* storybook for screen cam videos and e-learning programs,
* use of text (screen text and speaker text),
* production of screen cam videos and e-learning courses with the selected authoring tools.

The training should be a blended learning training with a hands-on component. In the practical hands-on period participants themselves should produce learning nuggets and e-learning courses.

**Task 5: Handover of the e-learning process**

After the trainings, the Contractor will organize the handover of the whole process. Core of the delivery is an e-learning guideline which describes all the processes to produce MMIS e-learning and includes templates, style guides, etc.

**Task 6: Development of communication materials**

The contractor should produce three communication videos via suggested and approved tool/s to promote MMIS and MMIS e-learning. These videos should cover a time frame of 1,5 to 2 minutes.

The videos should demonstrate:

* Purpose and main functionality of MMIS,
* Moodle LMS and its functionality,
* MMIS e-learning materials.

The general content information will be provided by GIZ, the scrip of the videos should be developed by the contractor and approved by GIZ. The contractor produces a story board for each video and develops the videos.

1. **Deliverables**

The following deliverables are expected in the course of the assignment’s implementation and will be the basis for interim payments:

* Documentation on the e-learning framework (Task 2 based on Task 1)
* Final e-learning materials (Task 3)
* Training details (agenda, content) (Task 4)
* Documentation on the handover process (Task 5)
* 3 communication materials (Task 6)

1. **Proposed Schedule and Consultant Inputs**

Tentative commencement of the assignment is **15.04.2019.** The contract will terminate on **22.11.2019.**

All below listed tasks will be implemented within up to **55** expert-days during the mentioned period of time.

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| **Tasks** | | **Timeframe** | **Expert days**  **(up to)** |
| 1 | Task 1: Analysis of situation and selection of authoring tools | April – May 2019 | 5 |
| 2 | Task 2: Development of style guides, templates, etc. | 10 |
| 3 | Task 3: Development of e-learning materials for services provided via MMIS | May – August 2019 | 25 |
| 4 | Task 4: Trainings on e-learning authoring | 3 |
| 5 | Task 5: Handover of the e-learning process to MTAD and others | August – September 2019 | 2 |
| 6 | Task 6: Development of communication materials | September – November 2019 | 10 |
| **Total** | | | **55** |

* The contractor is obliged to perform the assignment based on these TOR while ensuring close contact with GIZ throughout the implementation of the assignment.
* The contractor shall provide all the results directly and in the first turn to GIZ for discussion and further action.
* GIZ will support the contractor with provision of transportation for travelling to municipalities, accommodation and other logistics. Travel costs (transportation, overnight stay) will be covered by GIZ. Additional per diems will not be paid.

1. **Requirements for the consultancy profile**

* At least 3 years of experience in e-learning development and trainings
* At least 2 successful projects of similar nature (projects information should be enclosed).